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# Department of Defense **DIRECTIVE**

December 9, 1996  
NUMBER 1015.11

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SUBJECT: Lodging Resource Policy

ASD(FMP)

References: (a) Title 10, United States Code

(b) DoD Instruction 1015.10, "Programs for Military Morale, Welfare and Recreation (MWR)," November 3, 1995

(c) DoD Instruction 1015.12, "Lodging Program Resource Management," October 30, 1996

(d) DoD 4165.63-M, "DoD Housing Management," September 30, 1993, authorized by DoD Directive 4165.63, July 20, 1989

(e) DoD Directive 1015.1, "Establishment, Management, and Control of Nonappropriated Funds Instrumentalities," August 19, 1981

(f) DoD Instruction 1330.20, "Reporting of Morale, Welfare, and Recreational (MWR) Activities Personnel Information," September 4, 1980

## A. PURPOSE

This Directive establishes resource policy and assigns responsibilities for the DoD lodging program under reference (a).

## B. APPLICABILITY AND SCOPE

This Directive applies to:

1. The Office of the Secretary of Defense, the Military Departments (including the Coast Guard when it is not operating as a Military Service in the Navy by agreement with the Department of Transportation), the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2. The Commissioned Corps of the Public Health Service under agreement with the Department of Health and Human Services.

## C. DEFINITIONS

Terms used in this Directive are defined in enclosure 1.

#### D. POLICY

It is DoD policy that:

1. The DoD Components shall establish a well-managed lodging program (see definition 5 of enclosure 1) that contributes to mission readiness and improves productivity by providing quality lodging for a mobile military community. Category A lodging is intended to provide quality lodging facilities and service to authorized personnel and to reduce official travel costs. For Category B and C recreational lodging operations, the intent is defined in subsection D.1 of DoD Instruction 1015.10 (reference (b)) under the purpose of morale, welfare and recreation (MWR). The category for each type of lodging program is defined in enclosure 3 of DoD Instruction 1015.12 (reference (c)). Authorized patrons for temporary duty (TDY) and permanent change of station (PCS) lodging are identified in DoD 4165.63-M, (reference (d)). In addition, lodging patrons for PCS lodging activities operated by MWR and exchanges are identified in reference (b).

2. The Department of Defense recognizes that lodging is vital to mission accomplishment and directly supports the readiness mission.

3. The DoD Components shall follow established requirements for the type of lodging programs specified in enclosure 3 of reference (c) for uniformity of funding and reporting. All management and financial data reported shall comply with DoD Directive 1015.1 and DoD Instruction 1330.20 (references (e) and (f)).

4. Lodging programs shall be strategically planned, programmed, and executed using business management practices to fulfill local needs, while maintaining the readiness capability to support the wartime mission and to meet quality, fiscal, health, and safety standards.

5. Depending on the nature of the element of expense, lodging programs may be resourced from appropriated funds (APFs) or nonappropriated funds (NAFs). Specific fund sources for Category A lodging activities are specified in enclosure 4 of reference (c), while Category B and C lodging activities are specified in enclosure 6 of reference (b).

6. To fulfill the lodging mission, the DoD Components shall establish and operate customer driven lodging programs as determined by periodic market research for the benefit of authorized patrons.

7. Lodging programs are authorized appropriated fund manpower for executive control and essential command supervision (ECECS) (see definition 3 of enclosure 1) and in accordance with enclosure 4 of reference (c).

8. The DoD Components shall provide for lodging support to all authorized patrons and activities supported by the installation.

E. RESPONSIBILITIES

1. The Assistant Secretary of Defense for Force Management Policy, under the Under Secretary of Defense for Personnel and Readiness, shall:

a. Prescribe lodging resource policies and guidelines for programming, execution, and management of lodging programs on DoD installations.

b. Serve as the principal point of contact with the DoD Components on all lodging resource policy matters, except APF construction of TDY lodging.

c. Establish working groups with representatives from the DoD Components throughout the Department of Defense to assist in the formulation and review of lodging resource policies.

2. The Heads of the DoD Components shall:

a. Control, coordinate, and oversee lodging programs.

b. Report to the Assistant Secretary of Defense for Force Management Policy lodging financial data.

c. Implement lodging program resource policies as identified in DoD Instruction 1015.12 (reference (c)).

F. EFFECTIVE DATE

This Directive is effective immediately.



John P. White  
Deputy Secretary of Defense

Enclosure  
Definitions

## DEFINITIONS

1. Appropriated Funds (APF). Funds appropriated by Congress.
2. Customer Driven. Programs and services provided based on customer input.
3. Executive Control and Essential Command Supervision (ECECS). Those managerial staff functions and positions located above the direct program managerial and operational level of individual lodging programs that support planning, organizing, directing, coordinating, and controlling the overall operations of lodging programs. ECECS specifically consists of program, fiscal, logistical, and other management functions that are required to ensure oversight.
4. Installations. Any DoD property, area, or facility that is controlled, owned, leased, or funded by the Department of Defense.
5. Lodging Program. The Department lodging program includes TDY quarters, PCS lodging, recreational lodging programs, and military treatment facility lodging. More detailed definitions are contained in enclosure 3 of DoD Instruction 1015.12 (reference (c)).
6. Market Research. Identification of the specific market segment being examined to include requirements, alternatives, economic analysis, and customer surveys of that market.
7. Nonappropriated Fund (NAF). Cash and other assets received from sources other than monies appropriated by the Congress of the United States. NAFs are U.S. Government funds, but they are separate and apart from funds that are appropriated by Congress and recorded in the books of the Treasury of the United States.



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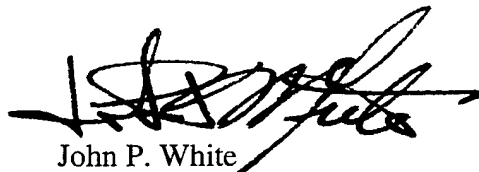
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